

21 August 1980

25X1A

MEMORANDUM FOR: Executive Committee Members

FROM : [REDACTED]  
Special Assistant to the Deputy Director

SUBJECT : Minutes of Executive Committee Meeting,  
13 August 1980

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1. The Executive Committee met on 13 August 1980 to hear a status report on the Agency long-range planning effort, review proposals by the CIA Long-Range Planning Group, and provide guidance for next steps. Mr. Carlucci chaired the session; and Messrs. Dirks (DDS&T), McMahon (DDO), Wortman (DDA), Lipton (Comptroller), Hineman (DD/NFAC), Briggs (IG), [REDACTED] (SA/DDCI), and members of the Planning Group participated. (AIUO)

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2. [REDACTED] introduced the members of the CIA Interdirectorate Planning Group and highlighted progress, issues and problems they have experienced since the May EXCOM decision to proceed on long-range planning. He reviewed options and recommendations for next steps and asked for Executive Committee guidance regarding the Planning Group's proposed work plan, issues developed to date, proposed end products, timing and pace of effort, and tasking implications for both staff and line organizations in each of the directorates. The DDCI emphasized that we need a better long-range planning process that will stimulate senior decisionmakers' thinking regarding how to move the total organization forward in a coherent way. (AIUO)

3. In response to Mr. Carlucci's comments about synchronizing the proposed Agency-level planning effort with existing component planning cycles, Mr. McMahon suggested that good planning will have to drive the budget process. Planning Group members noted that some difficulties are inevitable when a new process is injected into ongoing systems. It was agreed, however, that necessary adjustments can be and are being made as the planning process develops. (AIUO)

4. Throughout the discussion, members expressed their views regarding the necessity for planning; benefits that could realistically be expected from planning; top-down versus bottom-up planning; the need for channeling PRC concerns, NITS, DCIDs, etc., into the planning process, and the appropriate linkages between the planning and budget processes. There was general agreement that

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long-range planning should be developed within a framework of broad resource constraints if it is to be beneficial while at the same time not duplicating the budget process. The Comptroller felt that the initial linkage between planning and budgeting should occur in December/January, when the current process hopefully produces planning guidance that will be channelled into the DDCI's guidance letter to components for developing their FY-1983 program. (AIUO)

5. The Committee agreed with the proposed work plan and discussed next steps. In response to questions regarding staff work required between now and November, [REDACTED] proposed that the Planning Group and the directorates should next provide more detailed analyses on the issues the Committee selected. The additional analyses would include where the Agency now stands on an issue, what the future environment may be, the consequent intelligence implications, and alternatives for Committee decision. (AIUO)

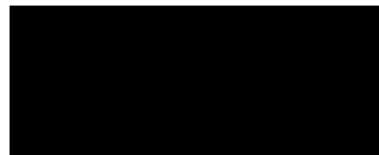
6. Mr. Carlucci asked how many issues could realistically be handled and how important they should be to merit such attention. DDA and DDO proposed that, because of staff implications, a pilot project of two or three issues be selected for further analysis rather than proceeding with the full menu as recommended by the Planning Group. The DDCI responded that such a pilot effort could not be considered a test of the full long-range planning process which was the original EXCOM decision in May. The Committee agreed to move ahead on all the management issues except two, Information Handling and Personnel, which were being handled in other ways, and to task components, in coordination with the Planning Group, to do further in-depth analyses of the remaining issues as follows:

- NEAC - All foreign policy issues and management issue C--"How can the Agency best exploit new opportunities and fill potential gaps in intelligence production?"
- DDO - Management issue A.--"What would constitute an effective overseas presence and supporting infrastructure in increasingly difficult operational environments?" and management issue D.--"What would constitute a suitable CIA covert action capability to meet the requirements of the 1980s?"
- DDS&T- Management issue B.--"What must the Agency <sup>do</sup> to to meet growing intelligence collection requirements against increasingly difficult targets?"
- DDA- Management issue E.--"What CIA communications capabilities will be required to handle the expanding needs of the 1980s?" and management issue H.--"What must CIA do to adequately comply with statutory requirements concerning records control, review, and public disclosure without significantly impeding performance of its primary mission?" (S)

7. The Committee concurred with Mr. Lipton's suggestion that the Planning Group should work under at least two assumptions: (1) that the Agency will have no increase in available resources during the time frame under consideration and (2) that the Agency will have a ten percent increase in available resources in those years. Mr. Carlucci said that he would like the issue analyses structured in a way that will help the DCI/DDCI decide on the tradeoffs involved in investing resources in one area versus another under either of the assumptions and that innovative quantitative techniques be tried for this tradeoff analysis. The Planning Group was tasked to prepare the issue analyses during September for Committee review in October/November. [The Committee will provide the planning Group further guidance in those meetings regarding where they think the Agency should be in relation to these issue areas in 1983-87.] By December, final planning guidance should be developed based on the EXCOM review and decisions and reflected in the DDCI's January guidance letter for the FY-1983 program. (AIUO)

8. Committee members suggested that the Planning Group meet with them for additional guidance as necessary over the next two months and/or EXCOM meetings be scheduled as issues are ready for review. Mr. Carlucci adjourned the meeting. (AIUO)

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LONG-RANGE PLANNING ISSUE TEAMLEAD COMPONENT DDO

ISSUE: Management Issue #1: What would constitute an effective  
overseas presence and supporting infrastructure in  
increasingly difficult operational environments?

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TEAM MEMBERS:	<u>NAME</u>	<u>COMPONENT</u>	<u>TELEPHONE</u>
Chairman		DDO/EPDS	9314/5814
Members:			
1.		SSA/DDA	9226
2.		DDO/EPDS	1332/5073
3.		DDO/EPDS	5073
4.		DDS&T/OTS	3332
5.		EXCOM Staff	1667/6287

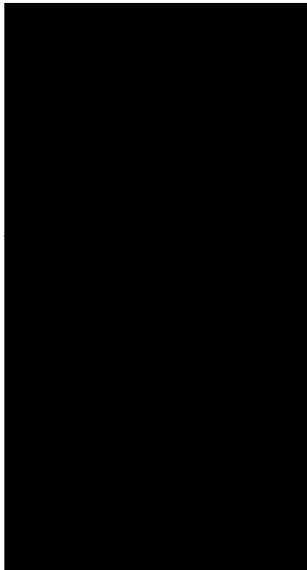

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LONG-RANGE PLANNING ISSUE TEAM

Lead Component DDS&T

ISSUE: Management Issue #2: What must the Agency do to meet growing intelligence collection requirements against increasingly difficult targets?

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TEAM MEMBERS	NAME	COMPONENT	TELEPHONE
Chairman		DDS&T	9096
Members:			
1.		DDO/EPDS	7132
2.		DDS&T/OTS	3319
3.		NFAC/CRES	5536
4.			2927
5.		DDS&T/OSO	6968
6.		SA/C-OTR	2193
7.		EXCOM Staff	1667/6287

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LONG-RANGE PLANNING ISSUE TEAM

Lead Component NFAC

ISSUE: Management Issue #3: How can the Agency best exploit new opportunities and fill potential gaps in intelligence production?

	TEAM MEMBERS	NAME	COMPONENT	TELEPHONE
25X1A	Chairman	[REDACTED]	C/NFAC/PMES	1202
	Members:			
	1.	[REDACTED]	[REDACTED]	2961
25X1A	2.	[REDACTED]	EXCOM	1667/6287

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LONG-RANGE PLANNING ISSUE TEAM

Lead Component DDO

ISSUE: Management Issue #4: What would constitute a suitable CIA  
covert action capability to meet the requirements of the 1980s?

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TEAM MEMBERS	<u>NAME</u>	<u>COMPONENT</u>	<u>TELEPHONE</u>
Chairman	[REDACTED]	DDO/EPDS	1327/5087
Members:			
1.	[REDACTED]	DDO/CA	
2.		DDO/EPDS	9314/5814
3.		DDA	8120
4.		DDS&T/OTS	3278
5.		EXCOM Staff	1667/6287

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LONG-RANGE PLANNING ISSUE TEAM

Lead Component DDA

ISSUE: Management Issue #5: What CIA communications capabilities  
will be required to handle the expanding needs of the 1980s?

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TEAM MEMBERS

	<u>Name</u>	<u>Component</u>	<u>Telephone</u>
Chairman	[REDACTED]	DDA/OC	8-8100

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Members:

1.	[REDACTED]	NFAC/OCR	1212/5211
2.	[REDACTED]	DDS&T/OD&E	1992
3.	[REDACTED]	DDO/EPDS	1327/5087
4.	[REDACTED]	DDA/OC	8-8336
5.	[REDACTED]	EXCOM Staff	1667/6287
6.	[REDACTED]	DDS&T/OTS	2831
7.	[REDACTED]	DDA/OC	8-8323
8.	[REDACTED]	DDO/PCS	9433/5933



LONG-RANGE PLANNING ISSUE TEAM

Lead Component DDA (with OGC)

ISSUE: Management Issue #6: What must CIA do to adequately comply with statutory requirements concerning records control, review, and public disclosure without significantly impeding performance of its primary missions?

TEAM MEMBERS

25X1A

Chairman

Name

Component

Telephone

DDA/OIS/IPD

7486  
(1A16)

Members:

1.

DCI/OPA

5520

2.

DDO/EPDS

5087

3.

OGC

5131

4.

EXCOM Staff

1667/6287

5.

DDO/IMS/

5844 25X1A

6.

DDA/OIS/CRD

2800

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ISSUE NUMBER AND TITLE:

- I. SUMMARY STATEMENT: A brief summary of the paper's contents (prepared last).
- II. BACKGROUND: Exposition of the issue's background and importance, any appropriate discussion of history/experience of the Agency on the issue.
- III. CURRENT SITUATION: As full an analysis of the current situation as possible, in some detail, and of our current organizational response to it. Try to assure that all important factors and variables are discussed.
- IV. STATEMENT OF TRENDS AND FUTURE DEVELOPMENT OF THE ISSUE. Analysis and discussion of current situation projected and/or estimates of the future status of the issue. Time frames outward to be considered are from 1981 to 1987/88, further if appropriate, or at least to 1984. Discuss possible/probable impact of the problem on the Agency in those years.
- V. ALTERNATIVE COURSES OF ACTION: What can we do about it? Discuss options for addressing the issue in its future environment. Consider at least two fundamental resource assumptions:
  - Resource Assumption #1--no resource growth in the next five-seven years. How would you address the issue and its future implications? What general re-prioritizing should be considered?
  - Resource Assumption #2--ten percent resource growth for each of the next five-seven years. How would you allocate an additional ten percent (funds and/or personnel) in addressing the issue/problems?
- VI. ATTACHMENTS AS NECESSARY: Task Force leaders and Members; Any explanatory footnotes, charts, exhibits, definitions, or special comments.

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Update on Agency-level Planning Process (U)

FROM:

Chief, Management Staff, DDA  
7D18 Hqs

EXTENSION

5226

NO

DD/A 80-0016/3

DATE

8 SEP 1980

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/MS/ODP  
2D0105 Hqs

TUBE DX-6

RECEIVED

FORWARDED

D/ODP got copy.

2.

PO/MS

has copy

3.

E2 file

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